THE CORPORATE SIGNATURE PROGRAM:
A Custom Approach to Philanthropy

A product of Global Impact's Partner Solutions Benchmarking and Information Services

GLOBAL IMPACT

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BACKGROUND

The issues the developing world faces are complex; problems such as poverty, food security, illiteracy and malnutrition require multifaceted solutions with involvement from government, international institutions, nonprofits and the private sector. Whereas public sector funding was the major player in this field, private funding is becoming increasingly prevalent. U.S. corporations are relatively new players on the international development scene, but they are taking on an important role.

Not surprisingly, globalization of the marketplace is driving corporate investments in new and emerging markets. Corporations are turning to community investments on a global scale to help both those in need and corporate bottom lines, investing significant resources to address social issues outside the U.S.

In September 2013, Global Impact commissioned a research study about factors and motivations that drive international corporate giving. In partnership with the Indiana University Lilly Family School of Philanthropy, Global Impact published the results of that study in a report titled "Giving Beyond Borders: A Study of Global Giving by U.S. Corporations." One of the major findings of the Giving Beyond Borders study is that companies are increasingly looking at creating impactful and sustainable investments both in the U.S. and overseas. The study, however, did not look at how the corporate community programs were structured.

This white paper builds on the original research performed by Global Impact and Indiana University in the aforementioned study. It examines a best practice in corporate investments known as corporate signature programs, a major investment by a company in a particular cause, issue or theme. This white paper provides guidance on how to build and manage signature programs and provides examples of how some U.S. corporations built their own successful signature programs.

For the specific purposes of this paper, Global Impact's research team conducted interviews with W.W. Grainger Inc., Deere & Company, and Microsoft Corporation about their respective corporate signature programs. These interviews have been converted to case studies that more tangibly demonstrate how such programs function in real-life situations. Furthermore, these case studies illustrate many of the concepts explored in the following paper.

TRENDS IN CORPORATE CITIZENSHIP

The corporate sector has become an increasingly important player in the international development field. In 2011 alone, U.S. corporations invested over $7.6 billion dollars in developing countries, outpacing U.S. foundations and religious organizations.[1] While the tradition of corporations investing in communities goes back decades, both their giving strategies and methods have evolved significantly in recent years.

1: ALIGNMENT OF BUSINESS AND PHILANTHROPIC GOALS

One of the recent trends that many corporations are pursuing is the alignment of business and philanthropic goals. According to a 2013 study conducted by Global Impact and Indiana University's Lilly Family School of Philanthropy,[2] support for a company's mission and values and the ability to give back to communities are two of the top goals companies seek to achieve through their giving efforts (Graph 1). For international giving, companies also focus investments on locations and communities where they have a large employee footprint.

2: ISSUE-FOCUSED AND IMPACT-ORIENTED

Another emerging trend in corporate giving is an emphasis on being issue-focused and impact-oriented.[3] Companies are increasingly focusing on a specific issue or geographic area while developing integrated approaches that bring resources to bear on that particular focus area. A best practice in being issue-focused and impact-oriented is establishing a signature program. A signature program represents a major investment by a corporation in a cause, issue, theme or region in which the company wishes to be identified on an ongoing basis. Signature programs, which often have their own branding and budgets, are a strategic business and philanthropic commitment for companies.

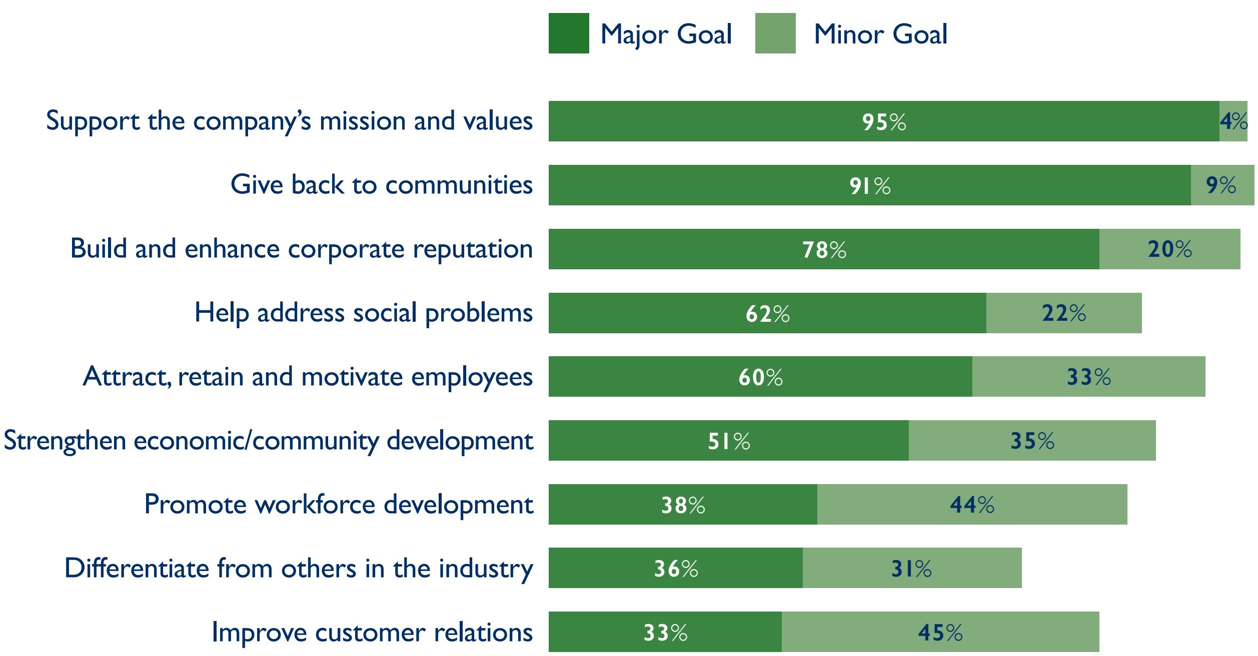
Focusing on a particular issue or geography also helps companies maximize their impact by strategically targeting their investments. With the recent economic crisis and corresponding reductions in corporate social investment, a focus on impact and efficiency is increasingly important for many corporations. The Committee Encouraging Corporate Philanthropy (CECP) reports that while corporate giving to philanthropic causes is recovering from the recession, it is still below pre-recession levels (from $36.1 million in 2007 to $35.3 million in 2012[4]). In order to maximize effectiveness, corporations must focus their social investment for greater impact.

> A signature program represents a major investment by a company in a cause, issue, theme or region in which the company assumes all or a major portion of ownership of the program.

3: EMPHASIS ON EMPLOYEE ENGAGEMENT

A third trend in corporate giving is employee engagement. Many companies encourage their employees to give to charitable causes, volunteer their time or offer pro-bono professional services for issues they care about. This is often accomplished by introducing gift-matching and volunteer programs to support organizations for which employees have volunteered or currently support. Disaster relief programs in particular have become a popular way for employers to engage their workforce. CECP reports the number of companies with disaster relief matching gift programs increased from 22 percent in 2007 to 39 percent in 2012.[5] In addition, many companies engage their customers and supply chains in their fundraising initiatives and campaigns. This allows them to tap into clients and partners to raise additional resources to support their philanthropic giving.

GRAPH 1: WHAT DO COMPANIES SEEK TO ACHIEVE THROUGH CHARITABLE GIVING?



SOURCE: 2013 Global Impact/Indiana University Lilly Family School of Philanthropy, "Giving Beyond Borders: A study of Global Giving by U.S. Corporations," N=55.

CREATING A SIGNATURE PROGRAM

One of the best ways for companies to take advantage of emerging trends is to establish a corporate signature program. Signature programs allow companies to mobilize their resources in one or several focus areas an scale up the program in markets where a corporation has a geographic footprint. This helps corporations achieve one of the primary goals outlined by CECP—being strategic globally and relevant locally.[6]

CONSIDERATIONS BEFORE STARTING A PROGRAM

Signature programs come in many forms and can be as unique as individual companies. One example of a signature program is Microsoft's YouthSpark. Launched in 2012, YouthSpark addresses the issue of youth unemployment in 100 countries. As described by Steve Ballmer, Microsoft's former CEO, YouthSpark is an important initiative that mobilizes the company's resources to create opportunities for youth around the world.[7]

The process of creating a signature program starts with internal analysis of factors that influence a company's business and communities. Many corporations design signature programs to leverage various components of their corporate footprint including leadership, employees, local communities, supply chains and other assets that can all play a significant role in supporting the signature program. While a signature program helps a company mobilize around a particular issue, other factors influence the design of the program, including a desire to:

- Increase market presence and new business opportunities
- Address needs in communities within a corporations' sphere of influence
- Attract and retain employees
- Support issues relevant to a company's global workforce
- Enhance corporate reputation

When the internal analysis is done, the company identifies the issues that will determine the program's theme and the stakeholders that will influence the program and selects a management mechanism. Management mechanisms include defining the key players in running the program and securing the funding for it. In this initial phase, companies develop goals for the program and set the standards for how the results will be measured. Program results are critical to make a business case for further investments and to adjust the program's scope and/or design in the future. Measuring impact is also an important component for annual budgeting and marketing of the program internally and externally.

Most often, signature programs are branded with a company name and an identifying trademark or tagline that connects the name of the company and the mission of the particular program. In order to effectively brand their programs, companies will use public relations, advertising and marketing departments.

DEFINING THE ISSUE OR FOCUS AREA

Many signature programs define their issues very specifically. Microsoft, for example, identified the issue of youth unemployment as being important because of the critical impact it would have on Microsoft's future business. John Deere's choice to alleviate hunger supports the company's commitment of feeding the world's growing population and helping farmers to improve agricultural productivity. Other companies take a broader approach, creating "umbrella" themes focused on a general social issues such as a commitment to innovation in technology, support for math and science education or a focus on a specific geographic area. Regardless of how broad the focus, successful signature programs will address an issue that has close and emotional connections with one or more of the company's primary stakeholders.

DETERMINING THE STAKEHOLDERS

PRIMARY STAKEHOLDERS

Primary stakeholders are the people or groups that directly benefit from or are impacted by the signature program. This group may be defined by age, gender, social or economic status, location, or any combination of these factors. More than likely, the primary stakeholders have a direct relationship to the company or are connected—strategically or emotionally—to the interests of the company and its employees. For example, Grainger is targeting community college students and veterans by supporting efforts to equip these groups with the skills and tools needed to be successful in technical careers. Ultimately, this helps build a pool of future workers for Grainger while helping beneficiaries ensure a chance at a long, rewarding career in their chosen field (see Grainger case study for more details).

Some other examples of corporate signature programs and the primary stakeholders they target include:

- Children and youth
  ING, IBM, Microsoft, McDonald's, Nike
- Future workforce
  Accenture, Cisco, Grainger, Intel, Microsoft
- Anti-human trafficking
  Carlson
- Disaster relief and resiliency
  Hilton Worldwide
- Water and sustaining infrastructure
  Bentley

SECONDARY STAKEHOLDERS

Secondary stakeholders represent an additional group of people that the signature program is designed to target or influence. Typically, secondary stakeholders are not the target of the philanthropic investments, but instead are influenced by these investments. Some examples of possible secondary stakeholders include:

- Employees (if not the primary stakeholders)
- Future employees
- Current and future customers
- Public policy leaders
- Industry policy leaders
- Advocacy or adversarial groups
- Business partners and market gatekeepers
- Community leaders

STEPS TO CREATE A SIGNATURE PROGRAM

1. DEFINE THE ISSUE OR FOCUS AREA
2. DETERMINE THE STAKEHOLDERS
3. CHOOSE THE IMPLEMENTATION MODEL
4. CHOOSE THE IMPLEMENTATION MECHANISM
5. EVALUATE THE PROGRAM

SIGNATURE PROGRAM MODELS

Though the purpose and focus of signature programs can vary, there are four basic delivery models into which most signature programs fall. These models help determine how the program will be implemented and who takes responsibility for various aspects of sustaining the program. The four basic models are:

PARTNERSHIP

COLLABORATION

BUILD AND OWN

HYBRID

Determining what model best fits a signature program depends on a number of factors including the following:

- Expertise and capacity of the company to address the selected issue(s)
- Desire, benefits and cost trade-offs of the company controlling the execution of the program
- Ability to identify a nonprofit partner that has the expertise, capacity and reach to execute the goals of the signature program
- Added benefits, exposure and efficiencies that partnering or working in collaboration with others add to the program

SIGNATURE PROGRAM MODELS

PARTNERSHIP MODEL

A partnership model involves a nonprofit partner that co-designs and manages the whole or part of a signature program. The company makes an investment through the partner, maintains brand or title sponsorship of the program and supports the effort in a variety of ways, but is dependent on the partner and its network to execute the program. Partnerships are effective when the company needs access to content, expertise and a network to implement the program with the target audience. Partnerships also can be beneficial in providing credibility to the initiative by partnering with a reputable third-party and provide corporations with additional staffing support for the signature program that is not available at the company (see Deere & Company case study for more details).

COLLABORATION MODEL

The collaboration model is most often used when companies want to retain control of the signature program, but need additional national or local partners to support the implementation process. Generally, collaboration occurs with other corporations and allows the company to draw on a variety of skills, expertise and organizations that have a vested interest in the theme or issue addressed by the signature program. Rather than be dependent on a single partner, the company has the opportunity to build the best network based on the program's needs, allowing the program to have more impact. This model provides greater delivery flexibility than the partner model by giving the company more discretion to partner with whatever entities can help improve the impact and reach of the signature program (see Microsoft case study for more details).

BUILD AND OWN MODEL

Build and own is best described as a signature program created, closely controlled and executed by the sponsoring company. Build and own signature programs may still engage partners or create collaborations as part of the delivery process, but the company sets the standards, controls the money and owns the brand, content and collateral materials. Build and own requires the greatest level of commitment of time, money and people compared to the other three models. Companies prefer this model when they have a major investment in expertise, content, the delivery network, business relationships and/or the quality of the brand. Of the case studies presented in this paper, Grainger's Tools for Tomorrow® is the closest to the "build and own" model (see Grainger case study for more details).

HYBRID MODEL

Hybrid programs represent a mix of previous categories; companies use different aspects of each model to create a hybrid model that best fits their giving needs. Usually, this means that companies can manage some elements of their signature programs through partnerships with nonprofits, collaborate with other corporations for certain aspects of the program and/or own other pieces of the program themselves. Currently, many corporate signature programs take the form of the hybrid model, mixing various aspects of each model in order to achieve the stated goal and targeted impact.

CASE STUDIES

Corporate signature programs take a variety of shapes and forms—there is no one-size-fits-all model, as the following case studies will show. All three of the following case studies demonstrate that corporations invest in signature programs to support a company's mission and values, build and enhance their reputation, and help communities.

DEERE & COMPANY

CORPORATE SIGNATURE PROGRAM: Joint Initiative for Village Advancement (JIVA)

ISSUE: Hunger, community development, education

AUDIENCE: Smallholder female farmers, youth

DESCRIPTION: Deere & Company is committed to feeding the world's growing population. In addition to day-to-day business efforts to improve the productivity of customers around the world, the John Deere Foundation and the Corporate Citizenship Center of Excellence are establishing partnerships with non-governmental organizations and the private sector to improve agricultural productivity and income security of smallholder farmers in targeted communities in rural India.

HISTORY: JIVA started in 2012 as a volunteerism project led by Deere & Company CEO Sam Allen. JIVA has evolved into an integrated community development program that aspires to improve the quality of life of those in these rural Indian villages. JIVA is increasing agricultural productivity and income security by conducting immersive demonstration trainings on improved agricultural practices.

MODEL: Hybrid (build and own + partnership)

MECHANISM: Foundation grant and corporate in-kind donations

UNIQUE CHARACTERISTIC: JIVA looks at critical sectors affecting the overall health of the community. For example, to improve income security in these villages you must improve agricultural productivity. To increase agricultural productivity, you must improve education. JIVA works to educate farmers in these rural areas in agricultural practices in order to ultimately boost their income security. With increased income security JIVA is seeing local investment and "ownership" of community infrastructure improvements. As a result, JIVA is affecting greater systemic change more quickly than most traditional development programs, while building an approach that can be replicated throughout India and elsewhere.

MICROSOFT CORPORATION

ISSUE: Opportunity for youth

AUDIENCE: Young people around the world

DESCRIPTION: Microsoft YouthSpark is a company-wide initiative that began in 2012 to create opportunities for 300 million young people by 2015. It combines grants to local and international organizations, in-kind donations, technology skills training curriculum, technology programs and employee volunteering in more than 100 countries.

HISTORY: In 2011, Microsoft re-evaluated its global community investments and made a strategic decision to invest the majority of its citizenship resources to help young people access the skills training and connections needed to pursue employment, entrepreneurship and education opportunities.

MODEL: Hybrid (build and own + partnerships + collaborations, in some countries)

Microsoft manages certain elements of YouthSpark, such as specific programs, content development and overall budget. The company also partners with local nonprofits that have mutual areas of focus to implement programming on the ground. Microsoft collaborates with other companies that have similar programs such as Accenture, Hilton and MasterCard.

MECHANISM: Microsoft manages YouthSpark through a corporate giving program and allocates a certain amount of money to the program through its annual budgeting process.

UNIQUE CHARACTERISTIC: To make local impact there is heavy reliance on local partners. Microsoft has partnered with local, regional and global organizations that have deep community roots, expertise and credibility to make profound change possible.

W.W. GRAINGER INC.

CORPORATE SIGNATURE PROGRAM: The Grainger Tools for Tomorrow® scholarship program

ISSUE: Technical education

AUDIENCE: Community college students and veterans

DESCRIPTION: The Grainger Tools for Tomorrow® scholarship program helps students across the country who are interested in careers in the skilled trades and public safety realize their educational goals. Outstanding students are recognized with a $2,000 scholarship for their final year of study and a Westward® toolkit upon graduation. The program operates in nearly all U.S. states. The program has grown from offering 7 community colleges scholarships in 2006 to 125 community colleges in 2013.

HISTORY: As Grainger continued to hear from its customers and suppliers about the growing impact of the U.S. skilled labor shortage, the company identified an opportunity to make an impact on the issue by investing in technical education to help train the workforce of tomorrow. The program, which first launched in 2006, identified community colleges across the country as the skilled trades talent pipeline. In 2010, Grainger added a focus on veterans to the program, thus providing a way to support returning veterans and recognize their skills and accomplishments. In 2014, Grainger expanded the program to include supporting students pursuing degrees in public safety.

MODEL: Hybrid model (build and own + partnership)

Grainger manages the program and partners with community colleges that are members of the American Association of Community Colleges.

MECHANISM: Corporate giving program that is funded through the annual company contribution budget with specific funds earmarked for the program. Local Grainger market managers lead the relationship management with schools and students in their respective communities.

UNIQUE CHARACTERISTIC: Half of Grainger's U.S. scholarships are earmarked for veterans of the U.S. Armed Forces.

SIGNATURE PROGRAM MECHANISMS

Once a corporate signature program is designed and the delivery model is determined, there are a variety of mechanisms to use to manage the program. Typically, the mechanisms depend on the model chosen and the strategic goals of the signature program. Some of the more common management mechanisms include:

- CORPORATE FOUNDATIONS
- CORPORATE GIVING PROGRAMS
- CORPORATE-FOUNDED NONPROFITS
- THIRD-PARTY NONPROFITS

CORPORATE FOUNDATIONS

Foundations can be an important, but costly, tool for managing signature programs. Although it is not required, nearly 80 percent of Fortune 500 companies use foundations as part of their overall contributions and community relations programs. Deere & Company manages its Joint Initiative for Village Advancement through a foundation (see Deere & Company case study for more details). However, some major companies function without foundations and manage their contributions through a direct giving program or a mix of foundation and corporate giving.

CORPORATE GIVING PROGRAMS

Both Microsoft and Grainger use corporate giving programs as a management tool for their signature programs. This option gives a company complete ownership of the program and a lot of flexibility to use a variety of funding sources (business units, marketing and sponsorships) and resources in general. However this mechanism has the potential to diminish the charitable aspects of the signature program and reduce the credibility among employees and other major stakeholders (see page 14).

SIGNATURE PROGRAM MECHANISMS

CORPORATE-FOUNDED NONPROFITS

A corporate-founded nonprofit, creating a separate 501(c)(3) organization, is another management model that can be used for a corporate signature program. Creating a separate charity assumes a long-term company commitment to the cause given the time, legal and management costs associated with establishing and operating an affiliated charity. However, once the initial setup is complete, a corporation can take advantage of its nonprofit's status by extending the corporate brand to the charity, thus expanding its brand and marketing opportunities.

Creating a separate nonprofit also gives more flexibility to companies to go beyond the corporate budgets of their programs and fundraise from a variety of stakeholders—supply chains, customers as well as public and private sources—to amplify the impact of the program. The companies that are particularly successful in such fundraising efforts are those that directly interact with customers, such as McDonald's, Avon and Coca-Cola. For example, Ronald McDonald's House of Charities (RMHC) are registered as separate charities in most U.S. states and dozens of countries. Local RMHC chapters receive funding both from public and private sources. In 2012, RMHC raised $36.4 million from public sources and received $106.7 million (includes cash and in-kind donations) from McDonald's, the founding company.[8]

THIRD-PARTY NONPROFITS

Another way to manage a signature program is through a third-party nonprofit organization. Managing a program through a third-party intermediary can help reduce the time and costs associated with establishing a separate charity and is useful, not only for signature programs, but also for initiatives and campaigns, such as employee assistance or workplace giving campaigns. Managing a signature program through a credible charity often includes an establishment of a donor advised fund (DAF)[9] or donor restricted fund (DRF).[10] For that, the company receives an immediate tax benefit and can eliminate all the hurdles associated with creating a charity (such as establishing procedures and bylaws). This option provides many of the same benefits to the company found in foundation or direct giving approaches and addresses many of the limitations, such as significant resources that require program management, grant making and reporting (see page 14). Furthermore, when working with a third-party nonprofit, a corporation may choose to maintain ownership over certain areas of a program, but shift responsibility to the third party for others.

SIGNATURE PROGRAM MECHANISMS

	PROS	CONS
CORPORATE FOUNDATIONS	○ Ensures company ownership of the program and provides an opportunity for company to extend its brand through the foundation ○ Bridges company brand with employee engagement and potential funding opportunities ○ In addition to the company, employees and/or other stakeholders may make contributions to the foundation	○ Demands significant staffing and accountability resources ○ Requires a commitment of long-term funding to maintain the foundation and its signature program ○ Shared branding between the company and foundation may reduce company identification with brand and mission communication ○ IRS-related self-dealing issues or conflicts can be a problem
CORPORATE GIVING PROGRAMS	○ Funding can come from multiple company sources—charitable giving, marketing, sponsorships, etc. ○ Program communication can be aligned with company branding and marketing programs ○ Removes IRS-related self-dealing issues or conflicts; engagement and communication can be closely tied to marketing, customer and product initiatives	○ Demands significant staffing and accountability resources ○ Being too closely tied to company marketing and brand can diminish the social value of the company's commitment and appear self-serving ○ Marketing over-reach can reduce employee and third party enthusiasm and support ○ Potentially introduces mixed internal business goals and objectives that dilute the program's intended benefit
CORPORATE-FOUNDED NONPROFITS	○ Charitable status provides credibility aligned with the signature program's goals ○ Takes a significant burden off the company's resources by managing multiple aspects of program's implementation ○ Diminishes self-dealing issues ○ Provides fundraising vehicle (the charity) that could be more attractive to contributors (be them employees, customers or third-party entities)	○ Requires significant time and resources to do the initial set up for 501(c)(3) ○ Undertake appropriate processes to gain IRS-qualified charity status ○ Requires identifying an organizing board of directors ○ Develop management, staffing and financial structures and policies ○ Greater shared responsibility to ensure the new 501(c)(3)'s viability
THIRD-PARTY NONPROFITS	○ Charitable status provides credibility aligned with the signature program's goals ○ Reduces the company's burden associated with creating and managing a separate entity ○ Provides integrated grant management support to include due diligence, charity vetting, proposal review, funding recommendations, reporting and accountability ○ Provides fundraising vehicle (the charity) that could be more attractive to contributors (be them employees, customers or third-party entities)	○ Potential shift of interest by the intermediary organization ○ Potential dilution of company's brand ○ Policy and process differences between the company and the intermediary management staff ○ Requires a process for addressing a project delays or outcome shifts through the intermediary

CONCLUSION

Signature programs are a best practice and a means to focus corporate citizenship. They:

- Respond to a growing demand to build impactful and efficient programs
- Mobilize corporate resources around an issue or geography
- Have long term relevancy to the company
- Require measurement and evaluation to continue to make a business case for the investment
- Engage employees and other stakeholders

Signature programs are developed to make a commitment to an issue or theme that has long-term relevancy to a company. In Microsoft's case, building YouthSpark in more than 100 countries is the result of a 30-year commitment to philanthropy and a good idea, backed by a long-term commitment to address youth unemployment and build the network of future customers and employees. JIVA focuses on the company's main business—helping those who are connected to the land by providing them with premier agricultural equipment to be more productive—and expands that focus to address overall global hunger through food production and security. Grainger's investment in technical education and skilled trades helps build the pipeline for tomorrow's skilled workers in the U.S. while also supporting the communities in which the company operates.

The development of a signature program is a strategic process that requires broad corporate engagement and expertise to design and implement these types of programs. This includes thinking through the focus and design of the program, and selecting partners and financial mechanisms to ensure the program achieves its long-term goals.

There is no perfect financial mechanism for a signature program. Each mechanism discussed in this white paper has pitfalls and benefits. Many companies choose foundations, intermediaries or register separate nonprofits in order to have the flexibility to fundraise from a variety of stakeholders, rather than just the parent company and employees thereof. The ability to fundraise outside of a parent company can amplify the impact of programs by diversifying the fundraising pipeline and potentially providing larger budgets for programs. Whether funding comes from a corporate budget or a variety of sources, successful signature programs engage employees and other stakeholders because their involvement is key to achieving program goals.

Companies looking to build a successful signature program must perform a thorough evaluation of their options based on the issue, the audience, the scope, goals and expectations of the program. As shown in the case studies included in this paper, it is also important to find reliable partners who can help manage the program, provide expertise and ensure results are achieved.

GLOBAL IMPACT

Global Impact supports a range of services for creating and implementing corporate signature programs. From identifying the issue that matters most to a company to establishing agreements with partner charities to implementing a technology platform that accepts donations in 120 currencies, Global Impact is your partner for philanthropic solutions.

Global Impact serves both for-profit and nonprofit organizations with a suite of products and services that help clients achieve their philanthropic goals. Since 1956, Global Impact has raised more than $1.6 billion to help people in need globally.

60-YEAR HISTORY IN PHILANTHROPIC SOLUTIONS

With more than 60 years of strategic global philanthropy engagement experience, Global Impact is an expert at creating successful corporate philanthropy programs that help both those in need and the bottom line.

PARTNER SOLUTIONS

Global Impact provides custom solutions for corporations through strategic counsel. We offer a variety of proven solutions for companies that seek new fundraising strategies and products to create new or expand on existing programs. These services include corporate benchmarking, designing and implementing workplace giving campaigns, and create custom funds that are focused on a specific issue or geographic area.

CAMPAIGN SOLUTIONS

Every year, Global Impact raises funds for more than 100 international relief and development charities through nearly 500 workplace giving campaigns. We enable employees at private and public sector organizations such as American Express, JPMorgan Chase, UnitedHealth Group, Texas State Government and the University of Wisconsin to direct their charitable gifts to international causes, secure in the knowledge that each dollar will bring effective relief and build hope for people and communities in need.

PROGRAM SUPPORT SOLUTIONS

Global Impact's unique technology platform accepts donations in 120 currencies and 70 languages; it can also support employee payroll giving. Global Impact's platform serves as the hub for donations from employees and third-party contributors.

For more information, contact **solutions@charity.org**

RESOURCES

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9. http://www.bostonglobe.com/ideas/2013/12/01/donor-advised-funds-where-charity-goes-wait/tYa8P5trm6av9BnXPhyQTM/story.html Though legally DAFs are public charities, they are more like holding tanks that let would-be philanthropists deposit money, collect the tax benefits up front, and then decide later which causes they actually want to give to

10. http://www.ecfa.org/Documents/ProperCareofDonor-RestrictedGifts.pdf Restricted gifts must be used for a specific exempt purpose and unrestricted gifts may be used for any exempt purpose. The charity must control all contributions made to the organization and ensure that the funds are used exclusively for its exempt purposes.

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